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**INNOVATIVE BEHAVIOUR AMONG TEACHERS IN PRIMARY SCHOOLS IN  
KOTA SETAR, KEDAH**

**By**

**SITI NAZIHAH BINTI ABU HASSAN**



**UUM**  
**Universiti Utara Malaysia**

**Thesis submitted to**  
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**Management.**



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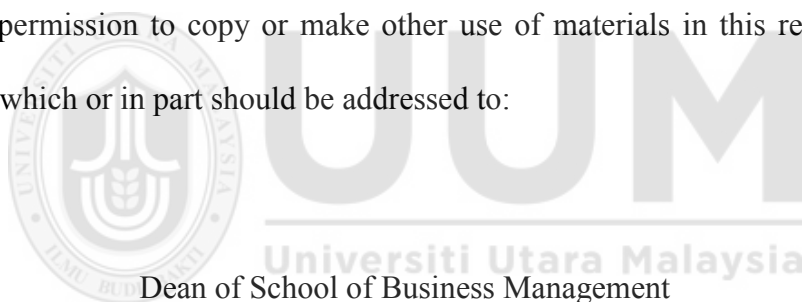
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## ABSTRACT

The innovative behaviour is an important aspect in an employees' personality at workplace especially in the era of advancement technology in Malaysia. This is because innovative behaviour not only give an employee a sense of accomplishment but the organization can acquire beneficial outcomes. Therefore, this study was carried out to examine the possible variables that could influence the innovative behaviour among teachers. Specifically, this study aims to examine the relationship between knowledge sharing, psychological empowerment, supervisor support, co-workers support and innovative behaviour. A total of 150 teachers of primary schools in Kota Setar, Kedah were participated in this study. The data of this study was collected through questionnaires and Statistical Packages of Social Science (SPSS) was used to analyse the data and test the hypotheses. Result of analysis indicated that knowledge sharing, psychological empowerment and supervisor support are positively related to innovative behaviour. However, the co-workers support was found to be insignificant determinant for innovative behaviour. Finally, the implication of this study in theoretical and practical aspect and some recommendations for future research are discussed.

**Keywords:** innovative behaviour, knowledge sharing, psychological empowerment, supervisor support, co-workers support, teachers



## ABSTRAK

Tingkah laku yang inovatif merupakan aspek penting dalam keperibadian pekerja di tempat kerja terutama di era teknologi kemajuan di Malaysia. Ini adalah kerana tingkah laku yang inovatif bukan sahaja memberi pekerja prestasi yang mencukupi tetapi organisasi dapat memperoleh hasil yang bermanfaat. Oleh itu, kajian ini dijalankan untuk mengkaji kemungkinan pemboleh ubah yang mungkin mempengaruhi perilaku inovatif di kalangan guru. Khususnya, kajian ini bertujuan untuk mengkaji hubungan antara perkongsian pengetahuan, pemberdayaan psikologi, sokongan penyelia, sokongan rakan sekerja dan tingkah laku yang inovatif. Sejumlah 150 guru sekolah rendah di Kota Setar, Kedah telah mengambil bahagian dalam kajian ini. Data kajian ini dikumpul melalui soal selidik dan Pakej Statistik Sains Sosial (SPSS) digunakan untuk menganalisis data dan menguji hipotesis. Keputusan analisis menunjukkan bahawa perkongsian pengetahuan, pemberdayaan psikologi dan sokongan penyelia positif berkaitan dengan tingkah laku inovatif. Walau bagaimanapun, sokongan rakan sekerja didapati penentu tidak penting untuk tingkah laku yang inovatif. Akhirnya, implikasi kajian ini dalam aspek teori dan praktikal dan beberapa cadangan untuk penyelidikan masa depan dibincangkan.

**Kata kunci:** tingkah laku inovatif, perkongsian pengetahuan, pemberdayaan psikologi, sokongan penyelia, sokongan rakan sekerja, guru



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## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 INTRODUCTION**

This chapter discusses on the background of study, problem statement, research questions and research objectives. Then, this chapter also explains scope of study and significance of study. Lastly, definitions of terms, organization of chapter and summary of this chapter are clarified in this chapter.

#### **1.2 BACKGROUND OF STUDY**

West and Farr (1990) defined the innovative behaviour as the beginning and application of actions or ideas in order to improve the performance in a better and effective way. It is not only referred to the employees but also organizations, societies, products, services and procedures. Therefore, those individuals who develop innovative behaviour in themselves will allow them to explore opportunities and identify their performance gaps in the way of generate new ideas.

Nowadays, in a highly competitive and technological world, every employee should play innovative behaviour in what they are doing. Due to the changing economic environment, globalization and growing competing demands, innovation and innovative behaviour have become increasingly important (Afsar, Cheema & Saeed, 2017; Bani-Melhem, Zeffane & Albaity, 2017; Yasir & Majid, 2018). The importance of innovative behaviour among employees towards organizational is to maintain their effectiveness. Thus, innovative behaviour is a key concern of human resource in requirement for success (Akram, Lei, Haider

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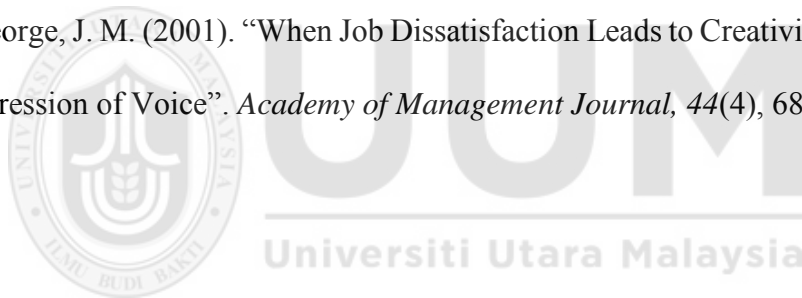
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## APPENDIX A : QUESTIONNAIRE



*College of Business Management*  
*Universiti Utara Malaysia*

### INNOVATIVE BEHAVIOUR AMONG TEACHERS

Dear Sir/Madam,

I am inviting you to participate in my research project entitled “Innovative Behaviour among Teachers”. The study aims to identify **the factors that will influence innovative behaviour among teachers in globalization era nowadays.**

I hope you will be able to assist me by completing the enclosed questionnaire. This research shall be completed through your cooperation by providing your valuable time and honest reply. This questionnaire is divided into six (6) sections: Section A (Demographic information of the respondent), Section B, Section C, Section D, Section E and Section F. All information provided will be treated as private and confidential. It will be solely used for the purpose of my project paper only.

Please answer ALL questions by fulfilling the appropriate boxes. Your cooperation and contribution for this survey is highly appreciated. Please do not hesitate to contact me at +60134364053 if you need further clarification. I shall be grateful if you could complete the enclosed questionnaire.

Thank you in advance for your time and cooperation.

Yours faithfully,

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## **SECTION A:**

### **DEMOGRAPHIC DATA**

**Question below are about your background. For this section, please select the required information.**

**1. Gender;**

- a) Male
- b) Female

**2. Race;**

- a) Malays
- b) Chinese
- c) Indian
- d) Others; \_\_\_\_\_

**3. Marital Status;**

- a) Single
- b) Married
- c) Divorced

**4. Aged; \_\_\_\_\_ years old**

**5. Highest level of education;**

- a) SPM/STPM
- b) Diploma
- c) Degree
- d) Master
- e) PHD

**6. Years of teaching at current school; \_\_\_\_\_ years**



Please read the following instruction for next sections.

For sections B, C, D, E, and F, please mark “X” or tick in the box provided to indicate the extent of your agreement with the given statement based on 5 point scale below.

1	2	3	4	5
<b>Strongly Disagree (SD)</b>	<b>Disagree (D)</b>	<b>Either agree or disagree (A/D)</b>	<b>Agree (A)</b>	<b>Strongly Agree (SA)</b>

## SECTION B: INNOVATIVE BEHAVIOUR

Innovative behaviour as an employee's intentional introduction or application of new ideas, products, processes, and procedures to his or her work role or organization.

No.	Question	1 (SD)	2 (D)	3 (A/D)	4 (A)	5 (SA)
1	At work, I come up with innovative and creative notions					
2	At work, I try to propose my own creative ideas and convince others.					
3	At work, I seek new service techniques, methods or techniques.					
4	At work, I provide a suitable plan for developing new ideas.					
5	At work, I try to secure the funding and resources needed to implement innovations.					
6	Overall, I consider myself a creative member of my team.					

## SECTION C: KNOWLEDGE SHARING

Knowledge sharing is referred to the collaboration or cooperation among team members to be able diffuse relevant information to other and concerned about other's work.

No.	Question	1 (SD)	2 (D)	3 (A/D)	4 (A)	5 (SA)
1	I am pleased to learn and share knowledge among different teams.					
2	I believe that members should help each other through teamwork to foster knowledge sharing.					
3	In team setting, I would share knowledge with colleagues who had assisted me in the past.					
4	I want to become a person who professional knowledge in the eyes of my colleagues.					
5	I believe that knowledge sharing among teams can help establish my image as expert.					
6	I respect others' impression that I am willing to assist people.					
7	Helping my team address work problems would make me feel happy and satisfied.					
8	I enjoy exchanging knowledge and I don't ask for anything in return.					
9	I am willing to use my spare time to help other team members.					

10	I would personally help other team members regardless of whether or not they ask for any help.					
11	I am willing to help other team members.					

#### SECTION D: PSYCHOLOGICAL EMPOWERMENT

Psychological empowerment is about how employees feel good or worth on their tasks and perceive it to be meaningful.

No.	Question	1 (SD)	2 (D)	3 (A/D)	4 (A)	5 (SA)
1	The work I do is very important to me.					
2	My job activities are personally meaningful to me.					
3	The work I do is meaningful to me.					
4	I am confident about my ability to do my job.					
5	I am self-assured about my capabilities to perform my work activities.					
6	I have mastered the skills necessary for my job.					
7	I have significant autonomy in determining how I do my job.					
8	I can decide on my own how to go about doing my work.					
9	I have considerable opportunity for independent and freedom in how I do my job.					

10	My impact on what happens in my department is large.					
11	I have a great deal of control over what happens in my department.					
12	I have significant influence over what happens in my department.					

## SECTION E: SUPERVISOR SUPPORT

Supervisor support can be referred as concern of supervisor on employees that will motivate them in doing tasks.

No.	Question	1 (SD)	2 (D)	3 (A/D)	4 (A)	5 (SA)
1	I take ideas to my boss because he or she deals with them effectively.					
2	My supervisor is open and fair when I submit an idea.					
3	My supervisor listens carefully to what I say when I bring in an idea.					
4	My supervisor is willing to support me when I have a valuable idea					
5	My supervisor handles my ideas promptly.					
6	My supervisor takes action in pursuance of my ideas we discussed.					
7	My supervisor gives high priority to handling my ideas.					

## SECTION F: CO-WORKERS SUPPORT

Co-workers support can be referred as emotional support that derived from teamwork among employees.

No.	Question	1 (SD)	2 (D)	3 (A/D)	4 (A)	5 (SA)
1	My co-workers are supportive of my goals and values.					
2	Help is available from my co-workers when I have a problem.					
3	My co-workers really care about my well-being.					
4	My co-workers are willing to offer assistance to help me to perform my job to the best of my ability.					
5	Even if I did the best job possible, my co-workers would fail to notice.					
6	My co-workers care about my general satisfaction at work.					
7	My co-workers show very little concern for me.					
8	My co-workers care about my opinions.					
9	My co-workers are giving compliment on my accomplishment at work.					

## APPENDIX B: SPSS OUTPUT

### a) RESPONDENTS PROFILE

#### GENDER

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	28	18.7	18.7	18.7
	Female	122	81.3	81.3	100.0
	Total	150	100.0	100.0	

#### RACE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	146	97.3	97.3	97.3
	Chinese	3	2.0	2.0	99.3
	Indian	1	0.7	0.7	
	Total	150	100.0	100.0	

#### MARITAL STATUS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	71	47.3	47.3	47.3
	Married	79	52.7	52.7	100.0
	Total	150	100.0	100.0	



### AGED

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 – 29 years old	76	50.7	50.7	50.7
	30 – 39 years old	61	40.7	40.7	91.3
	40 – 49 years old	9	6.0	6.0	97.3
	Above 50 years old	4	2.7	2.7	100.0
	Total	150	100.0	100.0	

### HIGHEST LEVEL OF EDUCATION

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SPM/STPM	12	8.0	8.0	8.0
	Diploma	13	8.7	8.7	16.7
	Degree	113	75.3	75.3	92.0
	Master	12	8.0	8.0	100.0
	Total	150	100.0	100.0	

### YEARS OF TEACHING AT CURRENT SCHOOL

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 5 years	81	54.0	54.0	54.0
	5 - 10 years	49	32.7	32.7	86.7
	11 – 20 years	16	10.7	10.7	97.3
	More than 20 years	4	2.7	2.7	100.0
	Total	150	100.0	100.0	

## b) RESULT OF DESCRIPTIVE STATISTIC

	N	Minimum	Maximum	Mean	Sd. Deviation
Innovative behaviour	150	3	5	4.01	0.438
Knowledge sharing	150	3	5	4.26	0.351
Psychological empowerment	150	3	5	4.11	0.430
Supervisor support	150	2	5	4.03	0.480
Co-workers support	150	3	5	4.04	0.423
Valid N (listwise)	150				

## c) RELIABILITY RESULT

### Reliability Result of Innovative Behaviour

Case Processing Summary			
		N	%
Cases	Valid	150	100.0
	Excluded <sup>a</sup>	0	.0
	Total	150	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.783	.786	6

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
At work, I come up with innovative and creative notions.	20.07	4.881	.638	.431	.725
At work, I try to propose my own creative ideas and convince others.	20.01	5.429	.509	.353	.758
At work, I seek new service techniques, methods or techniques.	19.93	5.290	.473	.297	.764
At work, I provide a suitable plan for developing new ideas.	20.02	4.570	.642	.464	.721
At work, I try to secure the funding and resources needed to implement innovations.	20.21	5.323	.357	.194	.795
Overall, I consider myself a creative member of my team.	20.03	4.489	.609	.468	.730

## Reliability Result of Knowledge Sharing

Case Processing Summary			
		N	%
Cases	Valid	150	100.0
	Excluded <sup>a</sup>	0	.0
	Total	150	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.789	.790	11

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
I am pleased to learn and share knowledge among different teams.	42.65	12.498	.453	.290	.772
I believe that members should help each other through teamwork to foster knowledge sharing.	42.50	11.956	.619	.480	.754

In team setting, I would share knowledge with colleagues who had assisted me in the past.	42.65	12.727	.467	.318	.771
I want to become a person who professional knowledge in the eyes of my colleagues.	42.61	12.011	.505	.399	.766
I believe that knowledge sharing among teams can help establish my image as expert.	42.65	12.525	.399	.383	.779
I respect others' impression that I am willing to assist people.	42.73	12.586	.410	.432	.777
Helping my team address work problems would make me feel happy and satisfied.	42.55	12.222	.512	.390	.765
I enjoy exchanging knowledge and I don't ask for anything in return.	42.57	12.689	.436	.372	.774
I am willing to use my spare time to help other team members.	42.67	13.177	.325	.395	.785

I would personally help other team members regardless of whether or not they ask for any help.	42.79	12.997	.343	.241	.784
I am willing to help other team members.	42.63	12.880	.429	.499	.775

### Reliability Result of Psychological Empowerment

Case Processing Summary			
		N	%
Cases	Valid	150	100.0
	Excluded <sup>a</sup>	0	.0
	Total	150	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.856	.856	12

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
The work I do is very important to me.	45.01	24.295	.350	.486	.855
My job activities are personally meaningful to me.	45.09	23.462	.439	.563	.850
The work I do is meaningful to me.	45.02	23.067	.455	.330	.850
I am confident about my ability to do my job.	45.19	21.660	.698	.570	.833
I am self-assured about my capabilities to perform my work activities.	45.24	22.788	.483	.389	.848
I have mastered the skills necessary for my job.	45.19	22.922	.560	.358	.843
I have significant autonomy in determining how I do my job.	45.24	21.472	.717	.612	.831
I can decide on my own how to go about doing my work.	45.18	22.028	.606	.529	.839
I have considerable opportunity for independent and	45.23	22.405	.617	.430	.839

freedom in how I do my job.					
My impact on what happens in my department is large.	45.29	22.045	.604	.446	.839
I have a great deal of control over what happens in my department.	45.29	22.676	.487	.475	.848
I have significant influence over what happens in my department.	45.26	23.308	.361	.393	.858

#### Reliability Result of Supervisor Support

Case Processing Summary			
		N	%
Cases	Valid	150	100.0
	Excluded <sup>a</sup>	0	.0
	Total	150	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.850	.852	7



Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
I take ideas to my boss because he or she deals with them effectively.	24.18	8.417	.657	.536	.823
My supervisor is open and fair when I submit an idea.	24.19	8.233	.677	.532	.820
My supervisor listens carefully to what I say when I bring in an idea.	24.22	8.213	.675	.506	.820
My supervisor is willing to support me when I have a valuable idea.	24.21	8.192	.710	.545	.815
My supervisor handles my ideas promptly.	24.19	8.475	.660	.452	.823
My supervisor takes action in pursuance of my ideas we discussed.	24.20	8.859	.517	.305	.843
My supervisor gives high priority to handling my ideas.	24.22	9.072	.403	.231	.861

## Reliability Result of Co-Workers Support

Case Processing Summary			
		N	%
Cases	Valid	150	100.0
	Excluded <sup>a</sup>	0	.0
	Total	150	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.817	.819	9

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
My co-workers are supportive of my goals and values.	32.29	11.846	.539	.518	.797
Help is available from my co-workers when I have a problem.	32.32	11.602	.526	.585	.798

My co-workers really care about my well-being.	32.33	12.022	.465	.412	.805
My co-workers are willing to offer assistance to help me to perform my job to the best of my ability.	32.38	11.405	.563	.562	.793
Even if I did the best job possible, my co-workers would fail to notice.	32.43	11.885	.433	.455	.810
My co-workers care about my general satisfaction at work.	32.29	11.736	.576	.485	.793
My co-workers show very little concern for me.	32.43	11.912	.445	.515	.808
My co-workers care about my opinions.	32.28	11.626	.537	.445	.797
My co-workers are compliment on my accomplishment at work.	32.39	11.299	.572	.376	.792

## Result of Pearson Correlation between Dependent Variable and Independent Variables

Correlations						
		IB	KS	PE	SS	CS
Pearson Correlation	Innovative Behaviour (IB)	1.000	.427	.367	.438	.252
	Knowledge Sharing (KS)	.427	1.000	.346	.236	.384
	Psychological Empowerment (PE)	.367	.346	1.000	.277	.404
	Supervisor Support (SS)	.438	.236	.277	1.000	.276
	Co-workers Support (CS)	.252	.384	.404	.276	1.000

## Multiple Regression

Variables Entered/Removed <sup>a</sup>			
Model	Variables Entered	Variables Removed	Method
1	Co-workers support, Supervisor support, Knowledge sharing, Psychological empowerment	.	Enter
a. Dependent Variable: Innovative behaviour			
b. All requested variables entered.			

<b>Model Summary<sup>b</sup></b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.574 <sup>a</sup>	.329	.311	.36335
a. Predictors: (Constant), Co-workers support, Supervisor support, Knowledge sharing, Psychological empowerment				
b. Dependent Variable: Innovative behaviour				

<b>ANOVA<sup>a</sup></b>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.400	4	2.350	17.800	.000 <sup>b</sup>
	Residual	19.144	145	.132		
	Total	28.544	149			
a. Dependent Variable: Innovative behaviour						
b. Predictors: (Constant), Co-workers support, Supervisor support, Knowledge sharing, Psychological empowerment						

<b>Coefficients<sup>a</sup></b>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.577	.433		1.334	.184
	Knowledge sharing	.370	.095	.296	3.894	.000
	Psychological empowerment	.188	.079	.185	2.386	.018

	Supervisor support	.295	.066	.323	4.461	.000
	Co-workers support	-.026	.081	-.025	-.321	.749
a. Dependent Variable: Innovative behaviour						

